**MANAGING AGILE ORGANISATIONS AND PEOPLE**

**Learning Outcome 2: ACTIVITY 1**

**SMALL GROUP ACTIVITY**

**Is increasing flexibility the answer?**

Read the following case study.

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| A few months ago, you were appointed as the general manager in a large privately owned hotel in the centre of major city. Until a few years ago this was the major hotel in the area, however in recent years the hotel has struggled to maintain its position both reputationally and from a profitability viewpoint. A number of new hotels have opened in the two years each of which number belongs to either a large national or international chain. Some of the longer serving staff chose to leave the hotel and seek work elsewhere. Service levels have slipped, leading to an increasing numbers of customer complaints and falling bookings. At present the hotel all staff are employed on full time permanent contracts.  As a response to these issues you have proposed making some changes to the current employment structure of almost all staff being employed on full time permanent contracts in specified roles. |

Each group will be allocated one form of flexibility from the list below:

* Numerical
* Temporal
* Functional.

In your groups, discuss the barriers and enablers assocaited with this form of flexibility. How would your management approach need to change if there is increased use of this form of flexibility in the workplace?

You will have 20 minutes for your group discussion.